

Career Pathways in Action

An Integrated Education and
Training Approach



Important Disclaimer

This training opportunity is made available through a partnership among Maher & Maher, the District's Workforce Investment Council (WIC), and the Office of the State Superintendent of Education (OSSE). The purpose of the training is to increase awareness and capacity of its participants with regards to the value and key components of a Career Pathways system and integrated education and training models. The opinions and strategies presented are based on the extensive research and experience of Maher & Maher but should not be construed as specific instructions, guidance, or mandates directly related to the current OSSE Adult Education and Family Literacy Act (AEFLA) and WIC Career Pathways Grant application. Adherence to or adoption of the strategies presented does not guarantee the awarding of said grant.

How might we?

Moving Forward and Making the Transition Happen

Beth Brinly, Maher & Maher



What is Human Centered Design?

A collaborative, discovery-based journey.



Get inspired by the people you're serving.

Start by listening to people to get new ideas about how to design for them.



Identify patterns and surprising insights to inspire new opportunities for design.



Brainstorm new ways to serve your customers.

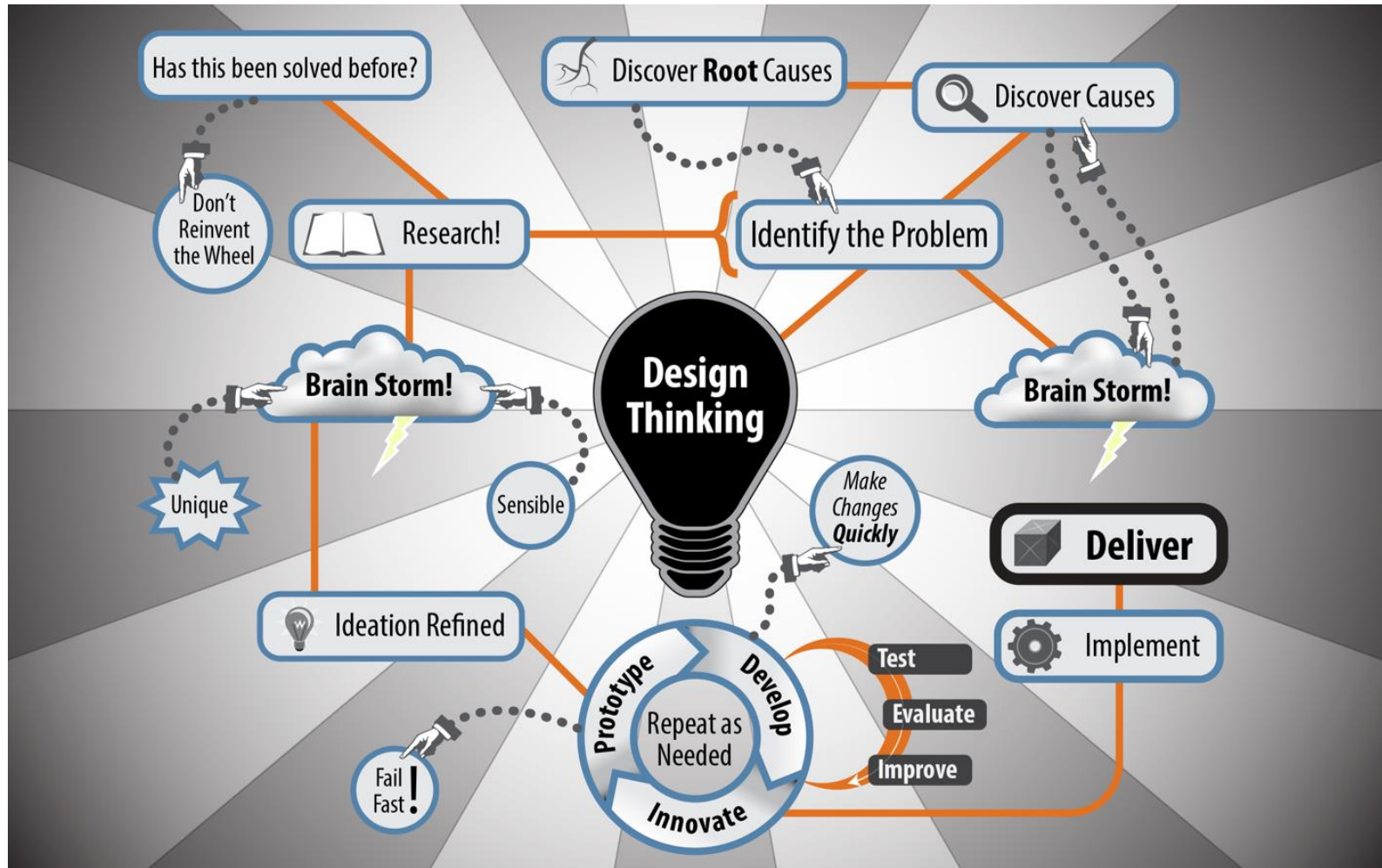


Try out your ideas and get feedback from customers – so you can revise your prototypes and get more feedback.

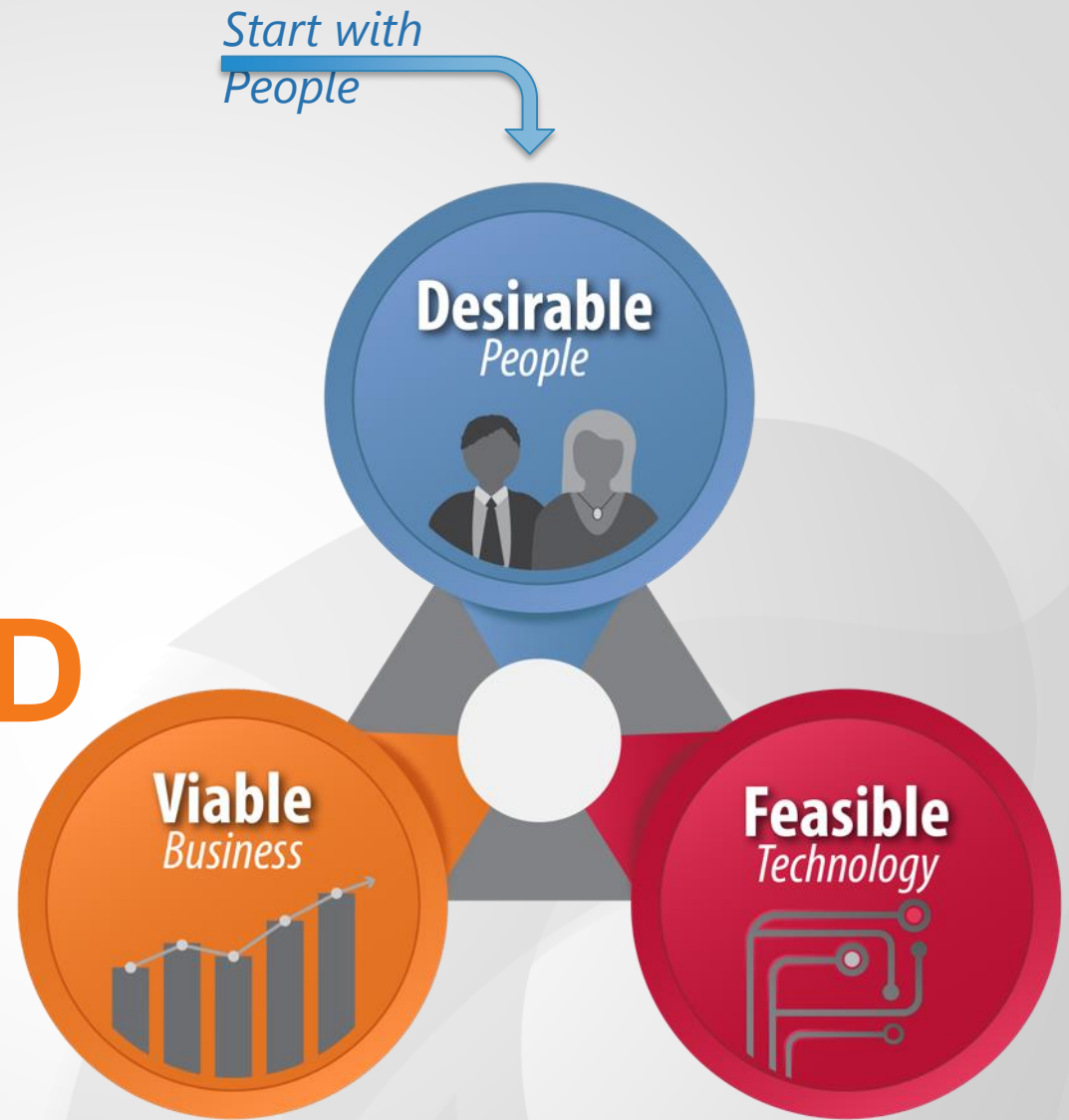


Try out a pilot program and experiment with ways to implement your new ideas.

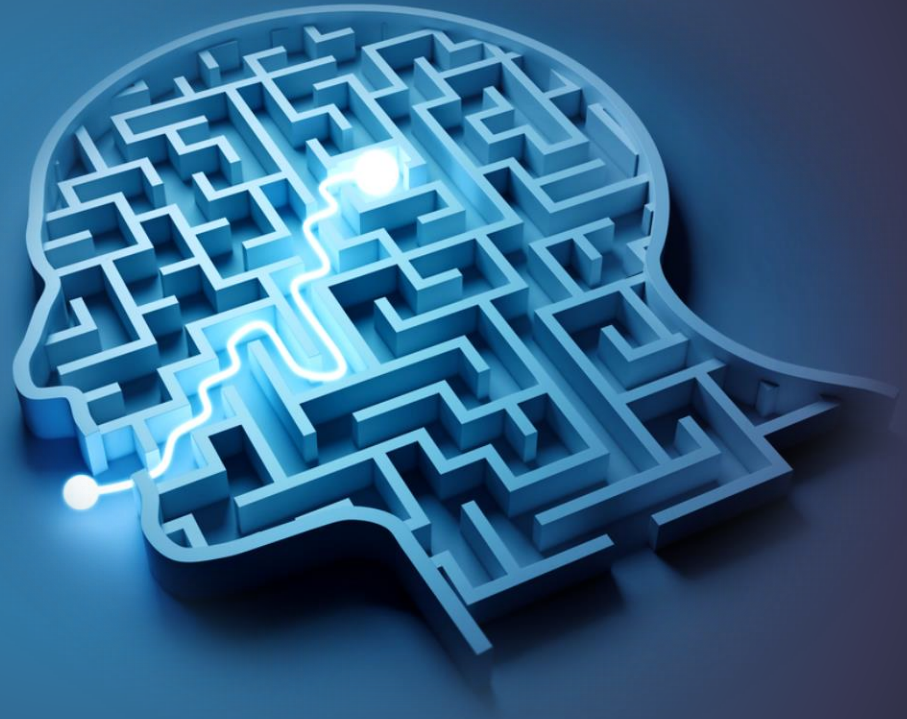
What is “Design Thinking”?



USING HUMAN CENTERED DESIGN



**Look beyond
what people
say, to
understand
what they
believe.**



How We Empathize

OBSERVE



ENGAGE



IMMERSE



Building Your Design Team

- *Engage a diverse group with at least five members.*
 - If the team is too small you may lose the benefits of a multidisciplinary team, but too large and it may be difficult to coordinate schedules and make decisions.
 - Select people from different backgrounds or of different skill sets, and you'll have a better chance of coming up with unexpected, innovative solutions.
- *Think about people from...*
 - Core partner organizations
 - Stakeholders that “touch the customer”
 - Front line staff
 - Business services staff from various partners
 - Customers



The Power of Empathy: American Journal of Applied Social Science

- Waiters providing mints saw 3% raise in tips
- “Would anyone like some mints before they leave?” Tips increased by **14%**
- Waiters who brought out check with mints but who came back and offered additional mints. **21% increase**



Using Empathy and Emotion

[EMOTIONAL STATE]

[CORE NEED]

[NUDGES & INTERVENTIONS]

STALLED
Behaviors: take a break, deny opportunities, feel over-qualified

Inspiration

Force engagement
Create plan A/B/C
Prioritize approach: skill building vs. job searching
Provide achievable tasks
Create milestones and concrete deadlines

Initiate contact—and check back later
Provide relatable examples of similar situations. Story night.
Communicate the value of acting now
Provide work assignments—even if unpaid—for focus

Communicate the monetary value of a college education
Create alumni corps
Create options to assist others in the job search
Give a reality check

DISCOURAGED
Behaviors: withdraw, turn to room, be to friends & family

Emotional Support

Find new ways to reach those people—they don't come into the job centers!
Connect people to cohorts and support systems. Connect with like associations—e.g. salmons, women, blue collar
Provide mental health referrals

Share relatable success stories
Get people to articulate goals
Guard against cynicism
Structure small successes to build confidence
Volunteer internship to re-engage in the working world

Establish volunteerism: lead through helping others
Provide a sense of 'agency' in the search
Provide a place to go, dream like you're going to work
Build an incubator experience

PANICKED
Behaviors: flake on last-minute, accept lower jobs, will change

Address emergencies

Provide emotional support. Build support networks
Provide onsite mental health services
Reduce job search demands... but remind folks about maintaining unemployment insurance requirements

Connect to social services (rent assistance, homelessness prevention, bankruptcy advisors, car sales programs)
Provide 2-1-1 type support in the moment
Switch out the service providers for a fresh approach

Ask people to rate their situation on a pain scale
Physical activity: partner with a gym or YMCA

ELATED
Behaviors: relax, rest on false hopes

Channel momentum

Channel energy to next steps forward
Expand network
Create short/long term plan
Test assumptions positively
Build self-awareness through coaching

Identify potential roadblocks, and proactively problem solve them
Ensure time-sensitive check-ins
Build employer job clubs

EXPLORING
Behaviors: randomly apply, explore many directions, do busy work, get pre-qualified

Structure and guidance

Create plan A/B/C
Prioritize approach: skill building vs. job searching
Create milestones and concrete deadlines
Give responsibility
Match job seekers with mentors
Coach on dreams and realities

Ensure that offerings are truly intensive and robust
Create affinity groups and cohort activities that resonate
Help people explore desires and learn about options
Provide work experience
Look at application to response

ratio, and discuss how to improve it
Ask what an ideal job could be like: a self-discovery workshop
Provide mentorship, mentor office hours, 'someone like me' mentor volunteers
Give industry-specific support

READY FOR FOCUSED ACTION

- Be self-aware
- Get access to information
- Clarify priorities
- Get a reality check
- Upgrade skills
- Know how to tell your story
- Prepare materials
- Make connections
- Submit focused applications
- Be ready to receive call-backs
- Follow up on leads
- Track real progress

Other emotional states: Charisma, Angry, Severe mental health problems

Research



Get inspired by
the people
you're serving.

Start by listening to people
to get new ideas about how
to design for them.

Sticky Wall

Employers Identified Their Top Priority Needs:

- Soft essential skills/specific technical skills
- Marketing Manufacturing to Emerging & Existing Workforce
- Attract talent to Rural Region to compete w/ urban surroundings



Rural LWDB in Missouri

Research: Empathy to Build Your Team



Nebraska

Build Out Your Customer Research Plan

- What do you already know about your customer?
- What do you need to know about your customer?
- What experts do you need to interview?
- Where will you engage with customers?
- What methods will you use?
- What questions will you ask them?

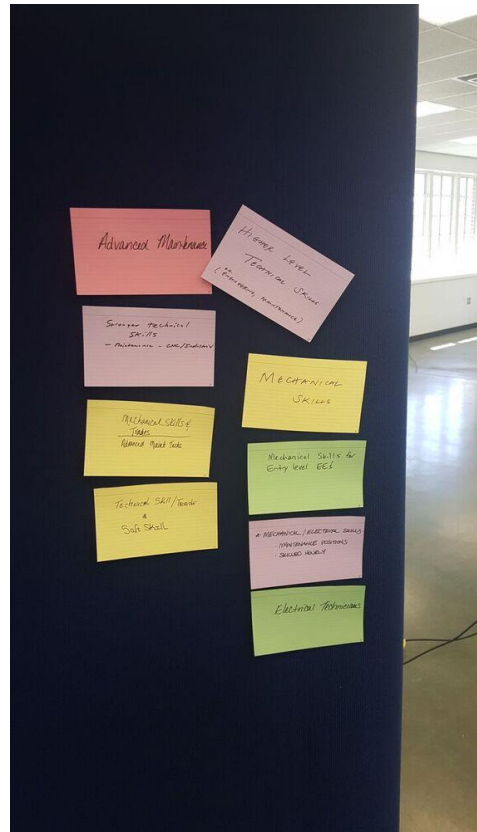
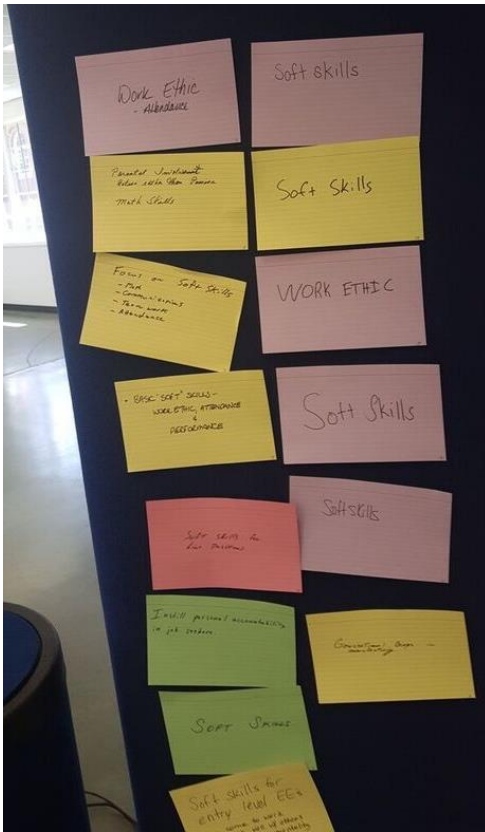


Synthesize



Identify patterns and surprising insights to inspire new opportunities for design.

Partner Discussion



Partners grouped index cards with common themes together to identify areas they should focus on in their workgroups

“HMW”...Questions

Insight: Partners need to take advantage of the fact that we can be one source of recruitment thereby taking advantage of the potential synergy.

How might we tap into the Center’s synergy around recruitment?



Insight: Individual partners don’t see overall picture as their responsibility and a few take the opposite stance.

How might we refocus individual partners’ sense of responsibility around recruitment?

Insight: Employer’s comfort level among individual agencies within the Center differs so partners maintain status quo.

How might we foster the employer’s confidence to recruit with any partners within the Center?

how might we ...

assume solutions exist

how **might** we ...

reduce commitment

how might **we** ...

do it together

how

might we ...



Provide services that promote the rapid progress of low-skilled adult learners?

Collaboratively engage our employers in IET?

Build diverse and impactful partnerships?

Determine which career pathways to align around and develop?

Design rich and inspiring spaces that engage opportunity youth and adults?

Immerse ourselves in our customer environments to better understand their needs?

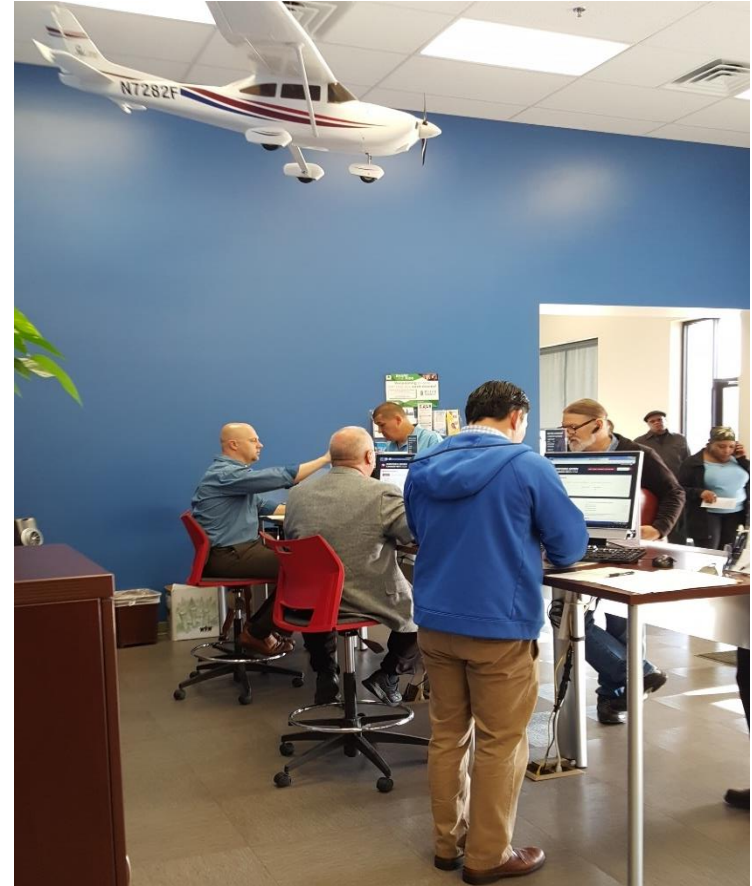
Ideation



Brainstorm new
ways to serve
your customers.

Director of First Impressions

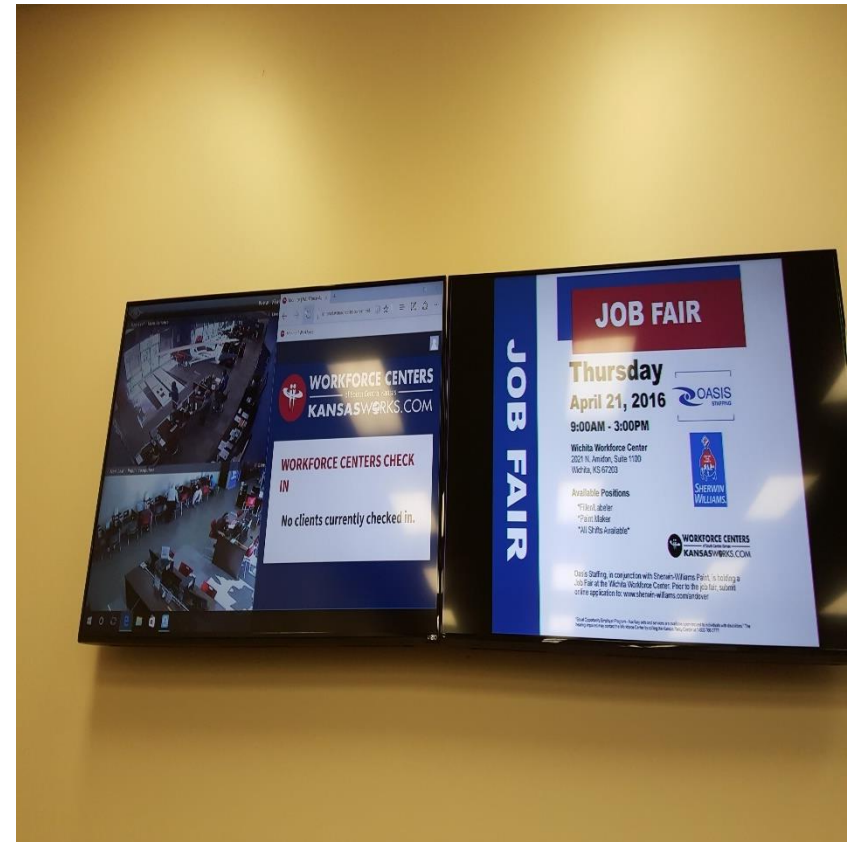
From Receptionist = Welcome Team



Workforce Board of South Central Kansas

Customer Wait Time

- Staff is strategically placed to monitor customer volume
- Monitor to list center events and service information
- Light system that shows the name of each person waiting, green light at sign in red light after 15 minutes to alert staff who need to be seen



South Central Kansas Workforce Board

Customer Feedback



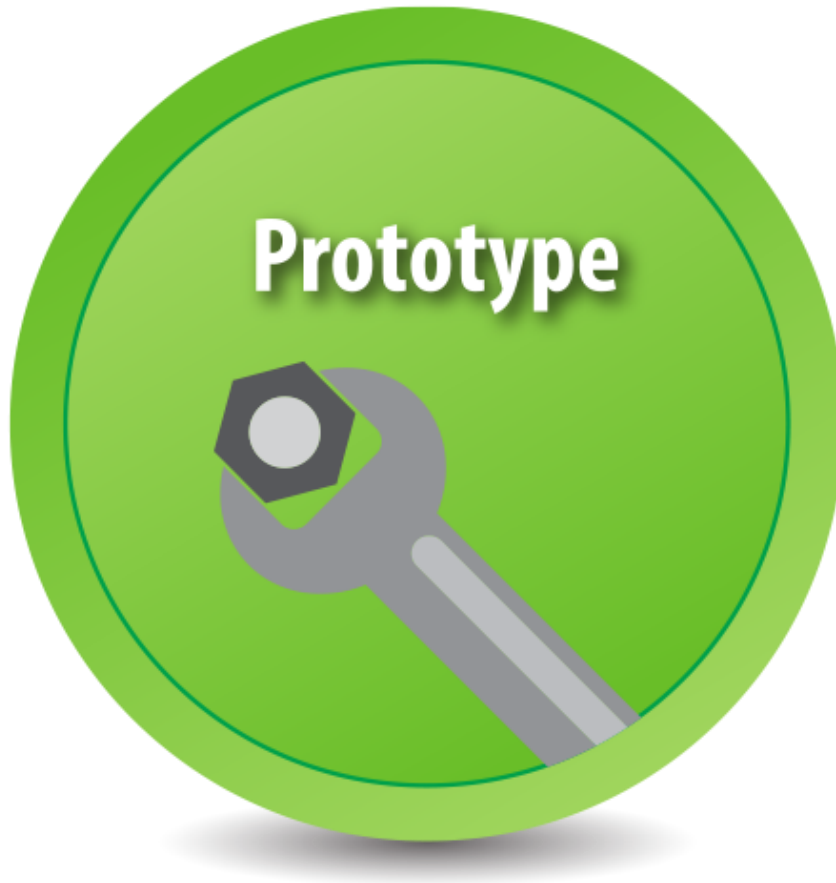
*South Central Workforce Alliance
Tennessee*

- 25% of Youth in the County Jail were out of school youth
- Customer research feedback indicated youth interest in Entrepreneurial training the Arts



Increased Engagement

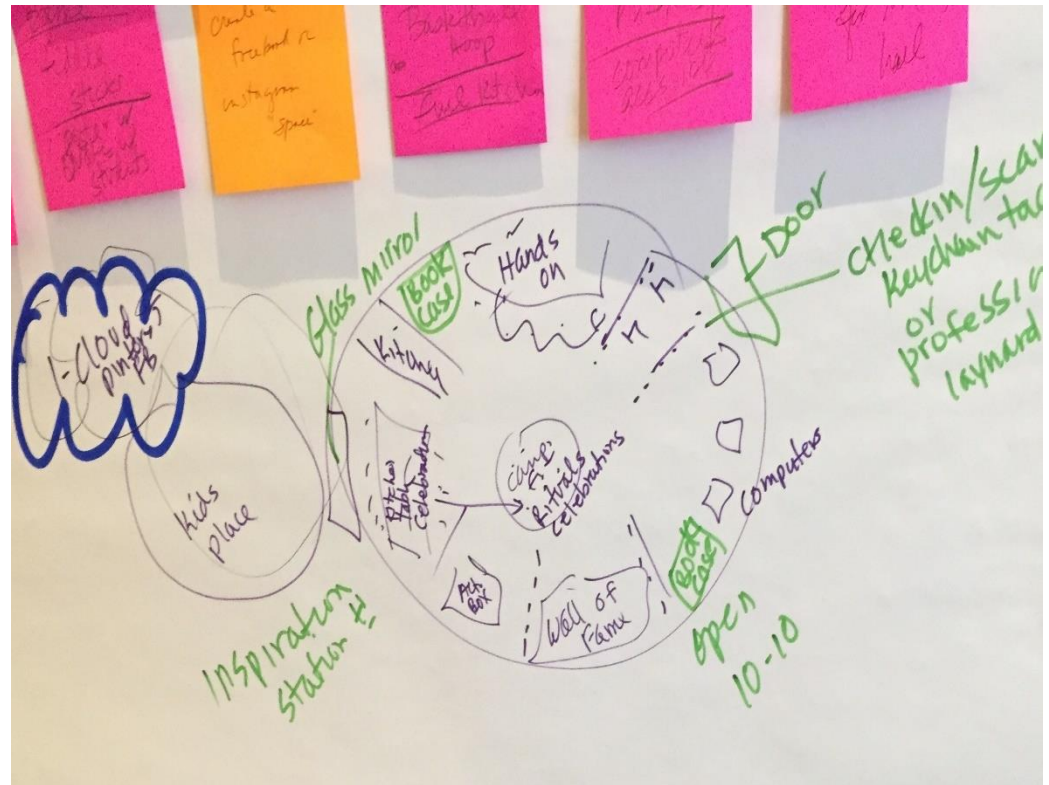
Prototyping



Try out your ideas and get feedback from customers – so you can revise your prototypes and get more feedback.

Environment Prototype: Inspiration Station

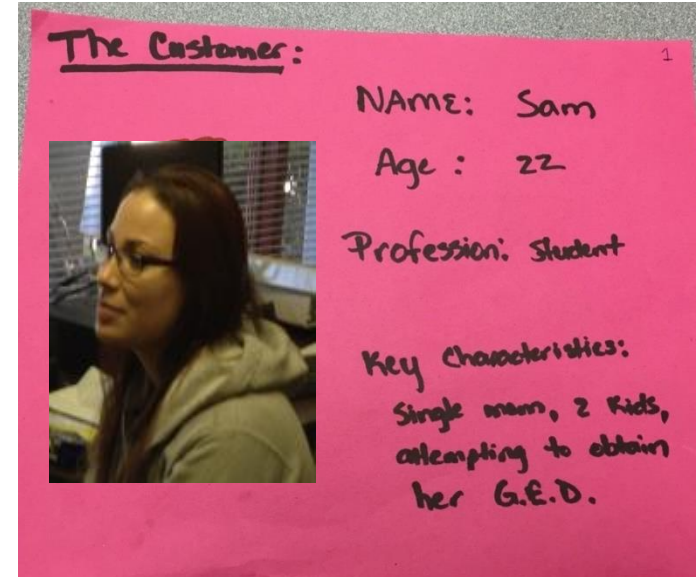
- Redesign of One – Stop
- Welcome Desk
- Child's Play Area
- Modification of Center Hours
- Customer Scanning System



OCTAE National Conference: Adult Educators

Prototype: Service & Person-to-Person

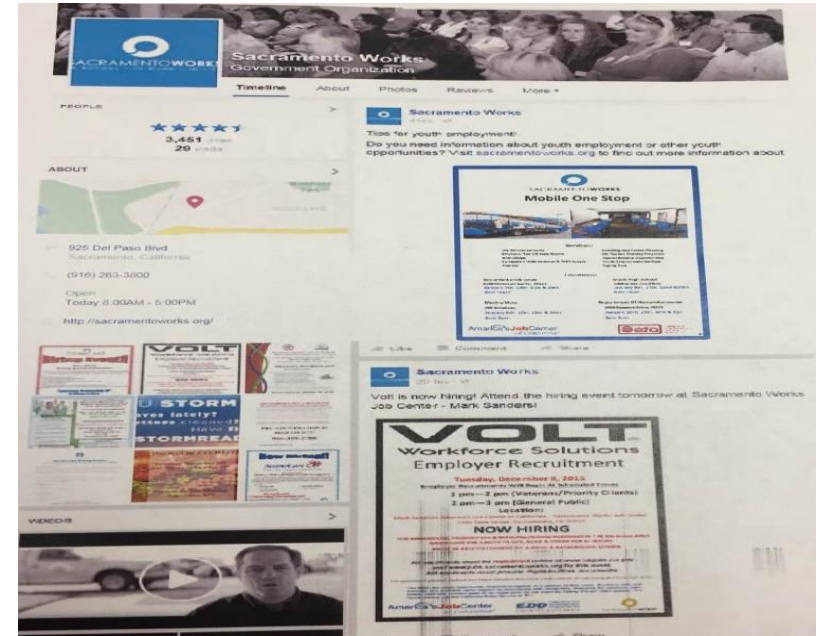
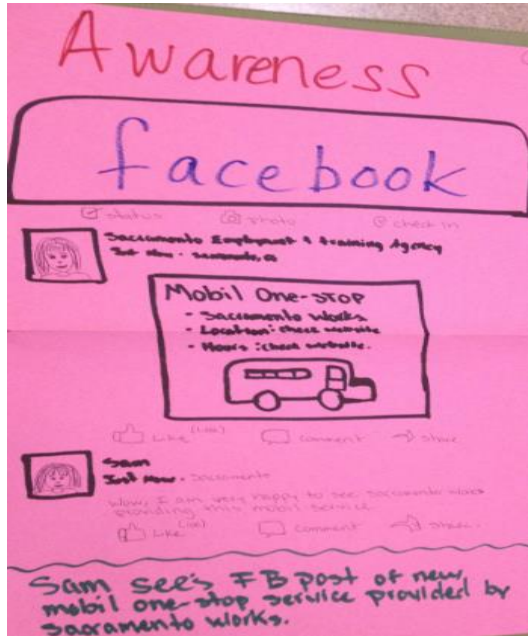
- Develop Mobile One Stop Center storyboard
- Outline expected interaction with customers
- Storyboard service flow with the customer in the center



Designing for Customer:
Sam. 22-year-old single mom with 2 kids. She is a student and wants to get her G.E.D.

Sacramento, CA

Outcome: Awareness



Sam Sees a Facebook post of a new Sacramento Works Mobile One Stop.

Sacramento, CA

Test your ideas!



- Test ideas to learn what works
- Modify ideas based on feedback
- Fail often and early

130% Increase in Calls!



Edgar
EF1 Motorsports

YOU NEED THE HELP.
HE WANTS THE JOB.
WE PAY THE WAGES.

PACIFIC-GATEWAY.ORG/YOUTH-HIRING

Pacific Gateway
A joint partner of America's Job Centers of California Network



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Customer Satisfaction

Currently							Wait Time				
Question	Poor	Good	Excellent	Yes	No	N/A	- 5 Min	5 Min	5-10 Min	10-15 Min	15+ Min
Was the Lobby area welcoming?	0%	40%	60%								
Were you greeted in a pleasant and professional manner?	0%	31%	69%								
Was the staff that greeted you knowledgeable about our programs and services?	0%	30%	70%								
Were your immediate needs met?	0%	26%	74%								
How would you rate your OVERALL experience today with our office?	0%	32%	68%								
Was our office hard to locate?				5%	95%						
Were you assisted timely?				93%	6%						
How long was your wait before you were assisted?							70%	5%	10%	5%	10%

Customer Satisfaction

Welcoming Team							Wait Time				
Question	Poor	Good	Excellent	Yes	No	N/A	- 5 Min	5 Min	5-10 Min	10-15 Min	15+ Min
Was the Lobby area welcoming?	0%	0%	100%								
Were you greeted in a pleasant and professional manner?	0%	0%	100%								
Was the staff that greeted you knowledgeable about our programs and services?	0%	0%	100%								
Were your immediate needs met?	0%	10%	90%								
How would you rate your OVERALL experience today with our office?	0%	0%	100%								
Was our office hard to locate?				0%	90%	10%					
Were you assisted timely?				90%	5%	5%					
How long was your wait before you were assisted?							71%	14%	14%		

100%

CCD Challenge Team: San Bernardino County California

Design Thinking and Other Resources

<http://www.designkit.org/human-centered-design>

<http://www.whyservicedesignthinking.com/>

<https://www.youtube.com/watch?v=a7sEoEvT8l8>

<https://www.youtube.com/watch?v=Ee4CKIPklik>

<https://ion.workforcegps.org/>

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